# FSA Enterprise Change Management (ECM) Tool Pilot Status Report as of 4/30/02

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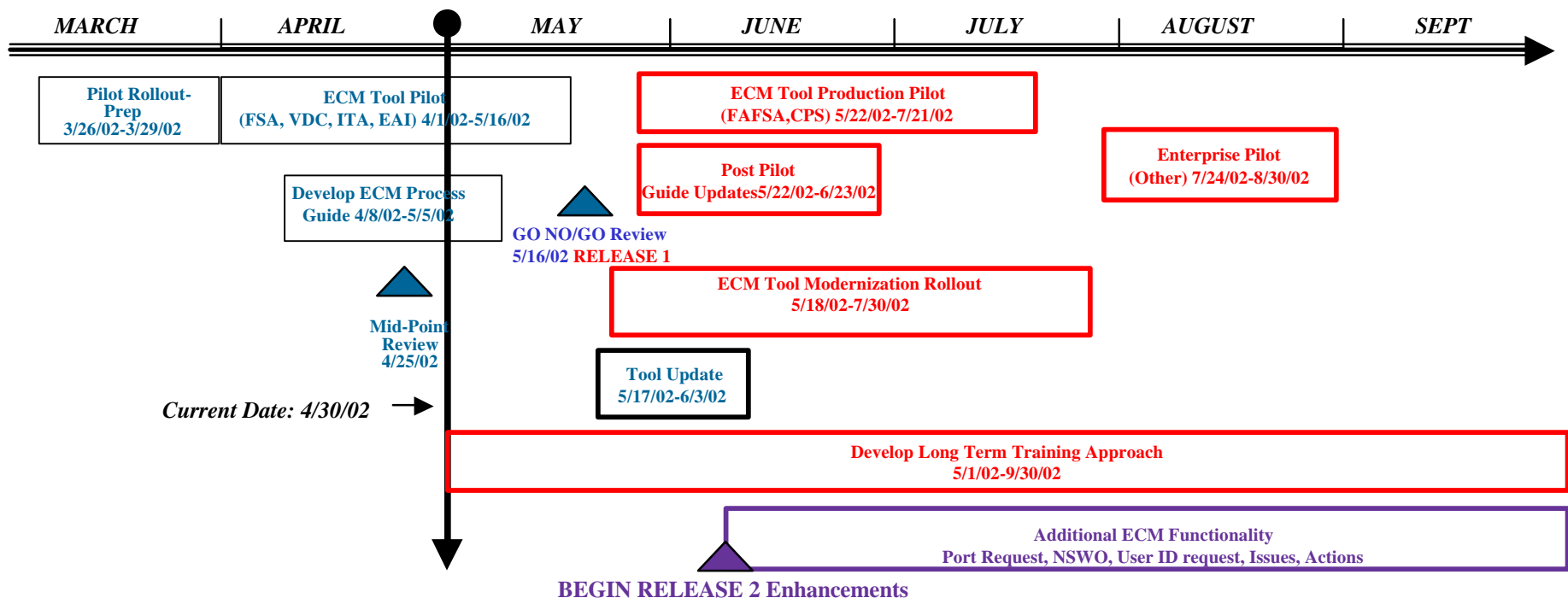Next Steps Planned for Pilot and Beyond

Discussion

## April 30, 2002

# Pilot Background & Timeline

▪**The ECM Tool** is a web-based Rational ClearQuest application. It provides a collaborative online workspace for Users to manage Change Requests (CRs) between FSA's diverse Application Teams and the VDC in a coordinated way. The Tool was designed to be generally compatible with User Groups' existing change request processes and, once deployed, can provide FSA Stakeholders with an executive level report of all CR activity between Application Teams and the VDC. The long term goal is that the Tool could be used to manage CRs across the FSA Enterprise.

▪**The ECM Tool Pilot Participants** were selected from FSA, the VDC and Application Teams (EAI and ITA only). These Participants were selected because they are generally representative of the population of users that will use the tool when deployed.

▪**The Pilot's Purpose** is to gain feedback and suggestions for additional requirements from the Pilot Participants.

▪**The Pilot's Timeline follows:**

| MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPT |
|-------|-------|-----|------|------|--------|------|

**Pilot Rollout-Prep**
3/26/02-3/29/02

**ECM Tool Pilot**
**(FSA, VDC, ITA, EAI) 4/1/02-5/16/02**

**ECM Tool Production Pilot**
**(FAFSA,CPS) 5/22/02-7/21/02**

**Enterprise Pilot**
**(Other) 7/24/02-8/30/02**

**Develop ECM Process Guide 4/8/02-5/5/02**

**Post Pilot**
**Guide Updates 5/22/02-6/23/02**

**GO NO/GO Review**
**5/16/02 RELEASE 1**

**ECM Tool Modernization Rollout**
**5/18/02-7/30/02**

**Mid-Point Review**
**4/25/02**

**Tool Update**
**5/17/02-6/3/02**

*Current Date: 4/30/02* →

**Develop Long Term Training Approach**
**5/1/02-9/30/02**

**Additional ECM Functionality**
**Port Request, NSWO, User ID request, Issues, Actions**

**BEGIN RELEASE 2 Enhancements**

Enterprise Change Management

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# Training/Orientation of Pilot Participants

Pilot Participants have been provided basic training on the Tool, or Orientation to the Tool and the ECM Process.

| FSA Oversight |
|---|
| Keith Wilson* |
| Connie Davis* |
| Cheryl Queen* |
| David Moore* |
| Slawko Semaszczuk* |
| Denise Hill |
| Ganesh Reddy* |
| Phillip Wynn* |
| Yolanda Brooks* |
| Frank Kidd* |
| Samson Abebe* |
| James Cunningham* |
| John Hsu* |
| Lin Sheffeild |

| VDC Participants |
|---|
| Bruce Gendler* |
| Dave Lass* |
| Gary Adams* |
| Michael Healy* |
| Joe Hala* |
| Dave Hugh* |
| Leeann Alexander* |
| Larry Hale* |
| Jack Gillotti* |

| ITA Participants |
|---|
| Alex Lefur* |
| Josh Stauffer* |

| EAI Participants |
|---|
| Bruce Kingsley* |
| Eric Suzuki* |
| Bon Ku* |

| Other Mod Partner |
|---|
| Mark Snead |
| Ron Langkamp* |
| Bruce Bruning* |
| Dave Woods* |
| Steve Jarboe* |

| Rational Tool Support Team |
|---|
| Jason Niemczyk* |

\* Core Pilot Activity Participants Provided Training/Formal Orientation

Members of Executive Steering/Review Committee are highlighted in Green

# Pilot Success Criteria

**The Pilot will be successful when the following criteria are met:**

1. Change Request (CR) information contained in the Tool can be used by FSA as "the data of record" for discussing and acting on change management activity across Pilot Teams
2. Tool facilitates improved CR coordination across the VDC and Application Teams
3. Timeliness of CR resolution is consistent or improved for project teams
4. Visibility to the data is sufficient to manage CR activity for the Pilot Teams
5. Pilot Participants understand and buy-in to the purpose & objective of the CR process and supporting Tool
6. Pilot Participants' feedback is incorporated into ongoing Pilot improvement efforts
7. Executive Committee evaluates Pilot activity and reaches consensus to proceed
8. Strategy is developed for enhancing data transfer between the ECM Tool and the VDC's standard change control tracking system, GCARS

# Change Request Activity to Date

**37 Change Requests (CR) have been entered into the ECM Tool to date:**

    11 CRs are shown in the Tool as being closed through the normal GCARS process

**Development**

    7 of the 37 total CRs are Development CRs

        -5 active Development CRs were entered by the EAI and ITA Pilot Participants

        -2 Development CRs were pre-loaded by the ECM Pilot Team

**Production**

    30 of the 37 total CRs are Production CRs

        -19 active Production CRs were entered into the Tool by the EAI and ITA Pilot Participants

        -11 Production CRs were pre-loaded by the ECM Pilot Team

# Challenges Encountered and Addressed

| Challenge | Addressed in the following way | Next Steps |
|---|---|---|
| 1. VDC Participants have been slow to update Change Requests (CR) in the Tool | VDC Line of Service (LOS) Managers have been requested to make the required updates | Gain commitment from VDC Management that LOS Managers will make the required updates and will use the Tool going forward. |
| 2. Internet Access to Tool cut off due to security concerns | Short Term resolution involved setting up temporary IP addresses that allow only limited access for pilot participants | Long Term resolution involves working with FSA CIO and Rational Support Team to resolve security issues |
| 3. Process for obtaining User IDs was unclear | ECM Team worked with FSA security experts to understand the process and clarify information | Obtain User ID paperwork for future Users as early in the Rollout process as possible |
| 4. Remote/online training coordination challenges | Lessons Learned during Pilot will be leveraged to ensure that future remote trainees' training is efficient and effective | Continue development of training materials and consider long term training approach |
| 5. Pilot Participants identified many more requests for enhancements than expected | A CCB has been established to log, prioritize and determine action on these requests. The requests are listed in the ECM Issues and Enhancements Log. | The Issues Log will be used in CCB Meetings to facilitate future Tool Release Planning Sessions |

# Pilot Accomplishments

1. Tool requirements were documented, reviewed and approved by Stakeholders

2. Conducted 3 Tool prototype review sessions with Stakeholders to review Tool Prototype based on approved requirements

3. Created ECM Process Guide to document existing VDC Change Request (CR) Process

4. Developed training materials and comprehensive User's Guide for Pilot Participants

5. Established communication plan to effectively inform Stakeholders of Pilot activities

6. Conducted Pilot Planning Session with Stakeholders to finalize Pilot approach, activities and timeline

7. Conducted Pilot Kickoff of ECM Pilot on 3/28/02

8. FSA, VDC, EAI and ITA Pilot Participants attended and completed Tool Training/Orientation Sessions

9. Conducted 3 CR Process Reviews and incorporated revisions

10. Reviewed and revised the Tool's Detailed and Summary CR Reports to meet teams' needs

11. Created a Microsoft Access database (the ECM Issue & Enhancements Log) to manage Pilot issues, enhancement requests and action items

12. Identified ECM Tool Change Control Board (CCB) and Process

13. Defined CR Process responsibilities and automated email notification requirements for CR updates

# Next Steps Planned for Pilot and Beyond

**The following steps are required for successful completion of the FSA ECM Tool Pilot:**

1. Obtain Executive Sponsor commitment to regularly review progress (e.g. brief weekly meetings) of the effort and provide needed assistance to ensure success

2. Continue to track and update the progress of CRs submitted by ITA and EAI

3. Use the Summary CR Report in weekly Development and Production System Meetings. The report should be the primary driver of CR Status and discussion

4. Revise Pilot Communication Plan to set realistic User/Stakeholder expectations

5. Determine rough order of magnitude costs associated with expanding User base and incorporating additional requirements

6. Continue to track issues and enhancements for future releases of the Tool

**Other steps required:**

1. Designate the owner of the Tool

2. Define ongoing support needs and requirements

3. Define Roles and Responsibilities for the Tool Owner and Support Team

4. Develop a comprehensive training approach to facilitate long-term Tool use

5. Gather additional information on Operating Partner's existing internal CR Processes to determine what training and coordination will be required by various User Groups.

6. Work with executive review committee to define the future release approach for ongoing development and refinement to the ECM Tool and Process

# Additional Attachments:

1.    The FSA ECM Tool Training Supplement

ECM Tool Training
Supplement

2.    The FSA ECM Tool User's Guide

ECM Tool User's
Guide

3.    The FSA ECM Tool CCG Methodology Document

ECM Tool CCG
Metodology Breifing

4.    The FSA ECM Architecture Process Guide

FSA Infrastructure
CM Process Guide